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**COLLEGE OF HUMANITIES
(GRADUATE PROGRAMME)
PROCEEDINGS OF CONGREGATION
JULY 22, 2016**

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ORDER OF PROCEEDINGS

Friday, July 22, 2016 2.00 p.m.

Afternoon Section

Procession

The Congregation is asked to stand

National Anthem

Welcome/Declaration of Purpose: Prof. John Hyde, Member,
University Council

Vice-Chancellor's Address: Prof. Ernest Aryeetey, Vice-Chancellor

Guest Speaker: Mrs. Antoinette Kwofie, Finance Director/Chief Financial
Officer, Barclays Bank Ghana

Conferment of Degrees: Presentation of graduands

- PhD
- MSc
- MBA
- MA
- MPhil
- EMBA
- MPA

Valedictory Address: Miss. Aboabea Gertrude Akuffo

Chairman of Council dissolves Congregation

University Anthem

The Congregation is asked to remain seated until all officials and graduands have left the Hall.

**OPENING ADDRESS BY CHAIRMAN OF COUNCIL
(REPRESENTED BY PROFESSOR JOHN MEYER HYDE,
MEMBER OF COUNCIL OF THE UNIVERSITY OF GHANA)**

Members of the University Council,
Vice-Chancellor,
Guest Speaker,
Members of the Advisory Board of the College of Humanities
Members of Convocation,
Staff and Students,
Alumni,
Graduands,
Invited Guests,
Distinguished Ladies and Gentlemen

On behalf of His Excellency Mr. Kofi Annan, Chancellor of the University, I welcome you all warmly to this afternoon's ceremony. I also extend Mr. Annan's greetings and best wishes to all of you gathered here on this important occasion.

This ceremony is part of the set of congregation ceremonies for the 2015-16 cohort of graduating students; the second set of ceremonies will be held in November. The 2015-16 cohort of students is the second to be graduated since the University of Ghana adopted the collegiate system of governance; the sessions have therefore been organised, College by College.

I take the opportunity to wish the graduands, who are being presented today, the very best on this very important occasion. We share in your joy on the successful completion of your programmes of study and we are very proud of you..

Distinguished guests, ladies and gentlemen, I am delighted to declare this morning's assembly, duly constituted for the award of degrees and diplomas of the University of Ghana to successful graduands.

It is customary for the Vice-Chancellor to give a report, at Congregation, on developments in the University over the last academic year. I invite the Vice-Chancellor, Professor Ernest Aryeetey, to present his report to congregation.

Thank you.

**VICE-CHANCELLOR'S ADDRESS AT CONGREGATION:
BY PROFESSOR ERNEST ARYEETAY**

Your Lordship Justice Samuel Date-Bah, Chairman of the University Council;
Members of the University Council;
Pro-Vice Chancellors;
Registrar;
Provosts;
Our distinguished Guest Speaker;
Members of College Advisory Boards;
Your Excellencies, Members of the Diplomatic Corps;
Members of Convocation;
Niimeɪ, Naameɪ, Nananom;
Invited Guests;
Parents and Guardians;
Graduating Students;
Distinguished Ladies and Gentlemen;

Welcome

It is my pleasant duty to warmly welcome you to today's congregation ceremony. This is the first of two sets of graduating ceremonies for students who completed their studies in the 2015/2016 academic year. The second set of ceremonies will be in November 2016. A total of four ceremonies will be held over two days to award degrees and diplomas to a total of 3590 students graduating from our four Colleges. The graduating students are made up of 2142 diplomates and undergraduates and 1448 post graduates. The post graduates include 57 new PhDs, many of whom are staff of the University. I take this opportunity to congratulate students, faculty and other employees whose hard work and commitment have made this possible.

State of the University

Chairman of Council, as I leave office as Vice-Chancellor at the end of July, I would like to use this occasion to give an overview of the state of the University of Ghana over the period of my stewardship. It has been six years since my induction into office as Vice-Chancellor, and in my induction speech, I spelt out a vision of what I felt needed to be done to make the University of Ghana a world-class university. Since then, I have worked with colleagues, students and stakeholders of

this University in order to make this vision a reality. I appreciate the very significant contribution that the University Council has made in this endeavour, providing advice and taking difficult decisions. The support received from other members of University Management is most appreciated. The Business and Executive Committee and the Academic Board have been extremely helpful as sounding boards for many initiatives.

Chairman of Council, ladies and gentlemen, I will touch on the seven areas identified in my vision statement, steps taken in pursuit of the vision, what has been achieved and what remains to be achieved. The areas are:

- Promoting Academic Excellence through Enhanced Teaching and Learning and Leadership Training
- Promoting Academic Excellence through Significantly Expanded and Relevant Research and Extension
- Overhaul of Governance Arrangements in Administration, Teaching, and Research
- Better Management of University Assets and Facilities
- Scale-up Efforts Towards Equal Opportunity in Gender Diversity
- Enhanced Fund-Raising Activities at Unit and Central Administration Levels
- Mainstream and Enforced Structures and Processes for Monitoring and Evaluation

PROMOTING ACADEMIC EXCELLENCE THROUGH ENHANCED TEACHING, LEARNING AND LEADERSHIP TRAINING

The University has pushed steadily towards significant improvements in teaching and learning, with a major concentration on quality assurance and the provision of new equipment. These efforts have been rewarded with significant improvement in the performance of students and faculty.

UG Rankings Improve Significantly

In the most recent Times Higher Education (THE) World University Rankings, The University of Ghana is ranked 7th in Africa, making us the highest ranked university in the West African sub-region. The rankings take into consideration teaching (the learning environment), research (volume, income and reputation), citations (research influence), industry income (knowledge transfer), and international outlook (staff, students and research). It is important to observe that

UG rankings have consistently improved across all the major ranking organizations, and I acknowledge the hard work of all who have contributed to our rise in the rankings.

Development of Guidelines for Promotion of Academic Senior Members

The Basic Laws of the University required the University Appointments Board to develop guidelines for the promotion of all categories of staff. In line with the requirement, Management appointed a Committee of Experts to propose appropriate guidelines for consideration by the University Appointments Board, Academic Board and University Council. Council has approved the implementation of the guidelines for promotion of academic senior members, and Management is putting in place measures to ensure the implementation of the guidelines.

New Structure of PhD Programmes

A new structure for PhD programmes in the university came into effect from the 2013/2014 academic year. The key additions to the programme are compulsory course work, a year of practical research training on a project, and a formal defense of research proposals. The idea is to give UG PhD programmes a clearer structure while making them internationally competitive. The number of PhD programmes has risen sharply and so has the number of PhD students.

Publication of Readers

As part of the efforts to enhance the quality of teaching at the University of Ghana, and to aid accessibility to published historical material, management supported the development of “Readers” or collections of related essays on a discipline or sub-discipline. The exercise which was to mark the University of Ghana's 65th Anniversary, has so far resulted in 44 Readers being published, with another 12 in the pipeline. The project has been the most significant initiative at book publication in any African university so far. The books should provide very useful reading material for our students and other African students.

Procurement of Science Equipment

In 2011, management developed a programme for the acquisition of modern equipment for the various units of the University undertaking scientific research. Under this programme, a GC Mass Spectrophotometer was acquired, and a nitrogen plant was installed at Noguchi Memorial Institute for Medical Research for the use of scientists in the University. XRD equipment was installed at the Departments of Physics and Chemistry, and NMR equipment installed at the

Department of Chemistry. Additional equipment for general purpose use in the sciences was also procured. In 2015 a new programme for the acquisition of additional science equipment with a focus on Engineering and Health Sciences was initiated. The total outlay for the purchase of science equipment so far is estimated at \$7.5 million.

ICT Based Distance Education Project (Chinese Phase 2 Project)

Ladies and Gentlemen, in April 2010, a contract was signed between the University of Ghana and Unisplendour Software Company for the implementation of an ICT Based Distance Education Project. All the deliverables of the project have been completed and equipment and facilities acquired as part of the project are currently in use.

As part of the project, an Integrated Digital Mobile Learning Platform has been deployed for Distance Education students, providing a convenient and secure environment for learning and real-time interaction between faculty of the School of Continuing and Distance Education and their students. Further to this initiative, the Sakai eLearning Software for Collaboration and Learning has also been deployed on UG servers for module creation by faculty and staff. This is currently being used by faculty as a major tool for providing eLearning to students on the Distance Education programme.

Also under the project, Regional Learning Centers have been refurbished and fitted with computer laboratories, video conference rooms, and smart classrooms. Additionally, under the project, machinery for a new printing press has been delivered for installation.

Improvements in ICT Infrastructure

A fiber network has been deployed on the main Legon Campus as well as the City and Korle-bu campuses, to extend internet connectivity to academic buildings and student residential halls. A major Wi-Fi deployment has been completed on the main campus so that faculty and staff to give access to network resources anywhere on campus.

The Livestock and Poultry Research Centre (LIPREC) in Nungua, Soil and Irrigation Research Centre (SIREC) in Kpong, and the Forest and Horticultural Crops Research Centre (FOHCREC) in Kade, have all been connected by fiber to the main campus.

Other work done in the field of ICT infrastructure includes:

- An upgrade of the University of Ghana Data Centre and the deployment of a Private Cloud Infrastructure with data storage of 120Terrabytes and 240 MW standby power from two generators
- The increase of bandwidth from 2 STMs (300Megs) to 5 STMs (750Mbps)
- The establishment of a secondary Disaster Recovery (DR) Data Centre with backup storage of 120Terrabytes and a capability for real time data replication between primary and backup data centres.
- The deployment of a foundation infrastructure for a High Performance Computing Cluster to provide the needed computer resources to support research simulations and processing of complex algorithms.

A Computerized Integrated Hospital Information System was implemented on the back of a revamped, robust network infrastructure. Also, we have begun the move towards the use of tablets for Board and Committee business, to reduce the University's paper consumption and improve its carbon footprints credentials. Discussions are underway with a service provider to reach agreement for special discount pricing to support University-wide rollout of the initiative.

Major Physical/Infrastructure Developments

A number of major physical development projects were either initiated or restarted during my tenure and are in different stages of completion. These include:

- Redesigning and naming of major intersections
- Completion of Crèche
- Construction of Small Animal Teaching Hospital
- Asphaltic overlay of selected roads and construction of pedestrian walkways
- Construction of offices and laboratories for School of Pharmacy
- Extension to Department of Earth Science
- Refurbishment of Cafeteria at the Korle- Bu campus
- Renovation of Staff Bungalows
- Construction of Ph.D Building
- Construction of Climate Change and Sustainable Development Building
- Construction of Graduate Block for Business School

- Construction of Banking Square
- Construction of major entrance gates with access control
- Extension to Nutrition and Food Science Department
- Restoration of University's main entrance
- Construction of Staff Canteen at Registry
- Renovation of Students' Hostels at Korle Bu campus
- Construction of Office Extension to PDMSD
- Construction of New Comfort Zone
- Construction of 8 New Units for Staff Village
- Extensions to UG Hospital
- Construction of new Auditorium for Economics Department by Bank of Ghana
- Completion of GCB Complex
- Completion of ISSER Conference Centre

Rehabilitation and Decongestion of Halls of Residence

The process of decongesting halls of residence started in the 2011/2012 academic year, with major rehabilitation work done in the halls of residence. This included the refurbishment of Dining Halls and the acquisition of generators for halls of residence. Additionally, security in the halls of residence was stepped up, and students were issued with new ID Cards with security features to reduce the number of unauthorized persons entering student facilities for unlawful purposes.

Students testify that they are now more comfortable and feel more secure, and that their rooms and the halls of residence in general are now more conducive and enable them to enjoy the right frame of mind for academic work.

PROMOTING ACADEMIC EXCELLENCE THROUGH SIGNIFICANTLY EXPANDED AND RELEVANT RESEARCH AND EXTENSION

Ladies and gentlemen, the Office of Research, Innovation and Development (ORID) was established in 2010 to promote and manage research in the University and also help raise the profile of research, as part of the effort to transform UG into a world-class research-led institution. In 2011, the first substantive Pro-Vice Chancellor for Research, Innovation and Development was appointed to help in re-shaping and enhancing the research profile of the University.

Since the establishment of ORID, remarkable gains have been made in terms of

research at the University, key among them being the enhancement of the UG Grants portfolio, which is funded entirely from Internally Generated Funds (IGF); policies that govern the conduct of research have been developed and approved; the establishment of a technology transfer office which is shaping the manner in which the University engages with industry, capacity building initiatives for faculty, staff and students, research uptake and dissemination of research to make research by UG faculty more visible to the public. Also, with the appointment of Research Development Officers, ORID is now able to capture more data on proposals being submitted from the various units of the University as well as provide grants management services to faculty members.

In making a case for transforming University of Ghana into a Research University, the University has developed four centres of excellence with a focus on four distinct thematic areas:

- Malaria Research
- Enhancing Food Production and Food Processing
- Trans-Disciplinary Research into Climate Change Adaptation
- Development Policy and Poverty Monitoring and Evaluation

Working Groups for research in the four thematic areas have been set up and provide a multidisciplinary research platform to foster collaboration among researchers from various Colleges, Schools and Institutes of the University, as well as other institutions, so as to move forward the growth and development agenda of Ghana and the wider world. In the 2014/2015 academic year, each of the four Centres of Excellence was given one million Ghana cedis as seed money for its research/operations. Since then, a number of them have been able to mobilize additional funding for research work.

Other structures and policies put in place to enhance research include:

- i. Incentives for productive staff including paid visits to established research centres in the developed world, travel and accommodation funds to attend conferences and present papers etc.
- ii. Continuous capacity enhancement and mentoring programmes
- iii. Research environment and infrastructural enhancement
- iv. Creation of congenial environment for intellectual freedom
- v. Monitoring and evaluation of research practice
- vi. Work experience, community service and industrial involvement

vii. Increase in proportion of graduate students

Applications for support for faculty research from internally generated funds are accepted in 3 grant categories with ceilings of GH¢7500 for seed grants, GH¢40,000 for Investigator-led grants, and GH¢120,000 for Large Multi-disciplinary grants.

From 2008 to date, a total of 182 grants have been awarded from Internally Generated Funds, with a total amount of GHS 5,098,254.00 all. Out of this number, 95 have been successfully completed.

External Research funding in the University in the 2014/2015 academic year came up to a total of GH¢52,524,883.11, and in the 2015/2016 academic year, we have so far recorded research funding of GH¢11,062,698.30.

ORID is involved in the administration of various capacity building initiatives, such as the Intra-ACP projects, TDR International Postgraduate Training Scheme (2015 – 2019), Cambridge-Africa Partnership for Research Excellence (CAPREx) and, Building Stronger Universities in Developing Countries (BSU) Initiative (Phase 1 & 2).

The University of Ghana was selected by the World Bank to receive a total of USD 16 million to enable it to establish the West Africa Centre for Cell Biology of Infectious Pathogens (WACCBIP) and also to Develop the West Africa Centre for Crop Improvement (WACCI) into an African Centre of Excellence for training plant breeders, seed scientists and seed technologists. WACCBIP will provide Masters, PhD and Post-doctoral level training, and conduct research focused on cell and molecular biology of common diseases such as malaria and tuberculosis while WACCI is to be developed as a sustainable Centre of Excellence to train more plant breeders who will develop superior climate-smart and resilient varieties of staple crops of the West African sub-region as a means of increasing productivity. The two projects are expected to be implemented over a three year period.

OVERHAUL OF GOVERNANCE ARRANGEMENTS

A significant recommendation of the Visitation Panel which reviewed the work of the University in 2006 and 2007 was for the university to reconsider its governance arrangements with a view to enhancing effectiveness and efficiency. Taking a cue

from this, a number of initiatives have been undertaken.

The Collegiate System

Following the acceptance of the report of the Governance Review Committee, which suggested that the University of Ghana should take a definite decision on whether to adopt the collegiate system, the Executive Committee in April 2011 appointed consultants to study in detail the collegiate system and other systems of university governance and advise on the model best suited to the needs of the University of Ghana. After extensive consultations, the University Council approved the adoption of a decentralized system of administration under four colleges, Health Sciences; Humanities, Education and Basic and Applied Sciences; starting from the 2014/2015 academic year. The Colleges are each headed by a Provost, with Departments grouped into Schools, each headed by a Dean.

The collegiate system is intended to decentralize the academic and management functions of the university, and to make the process of decision making shorter and more structured. The leadership of the various colleges have been given adequate leeway to facilitate decision making at the college-level, and to boost financial autonomy. In terms of administrative structures, many of the functions previously carried out at the centre are now being done at the College or School level. All of these are with the aim of ensuring less complexity in decision-making processes, and providing prompt and efficient service to all our stakeholders.

The four Colleges are each doing very well, and a thorough review of the system will be conducted at the end of three years.

BETTER MANAGEMENT OF UNIVERSITY ASSETS AND FACILITIES

Ladies and gentlemen, the approach to enhancing the management of the University's assets and facilities has involved the reorganization of the Physical Development and Municipal Services Directorate to provide for additional qualified professionals to take responsibility for the management of the University's assets and facilities. This has seen significant improvement in their management, with more timely interventions in the maintenance of facilities. The re-organisation of PDMSD is still on-going.



Professor John Hyde, Member, University Council, delivering the Opening Address



Professor Ernest Aryeetey, Vice-Chancellor, Addressing the gathering



Mrs. Mercy Haziel-Ashia, Registrar, making Opening Remarks at the ceremony



**Prof. Samuel Agyei-Mensah,
Provost, College of Humanities**



**Mrs. Mavis Otoo-Ayeh,
College Secretary, College of Humanities**



Mrs. Antoinette Kwofie delivering her Address



Ms. Aboabea Gertrude Akuffo, delivering the Valedictory Address



PhD graduands being robed



Graduands being congratulated by Officials and Dignitaries



Graduands seated at the Congregation ceremony



Some parents, guardians and invited guests at the ceremony

Master Plan, Africa Integras and Legon City Project

Major initiatives undertaken in the last 6 years include the development of a master plan for the University, and the commencement of the Africa Integras and Legon City projects. The University of Ghana has struggled to hold on to lands that have been assigned to it for present and future use. The University's assets are threatened by rapid urbanization and the related rapidly growing demand for land in Accra. In the effort to ensure that the University derives as much benefit as possible from the land available to it, both for current and future purposes, the University is updating its master plan. This is intended to guide land use with a view to enhancing efficiency in the use of University of Ghana lands.

The Africa Integras project involves the construction of buildings for each of the 4 colleges, the Institute of Applied Science and Technology and residential facilities for students. When completed, the Africa Integras project would increase available floor space for academic work by 60% and effectively satisfy the University's space requirements for the next twenty years.

As part of the plans for Legon's future development, it is proposed to develop a modern mixed-use development on 100 acres of University land. in the Okponglo-Bawaleshie-Trinity Theological Seminary enclave to be known as "Legon City".

University of Ghana Medical Centre

In June 2011, Cabinet gave approval for a loan facility from Israel for the design, construction, and installation of medical equipment for a 617-bed Teaching Hospital facility for the University of Ghana, at a total cost of USD217,000,000. Construction commenced in April 2013 and is expected to reach practical completion by the end of July 2016. As a turnkey project, the contractor is required to hand over a state-of-the-art hospital equipped for training of health professionals, research and service delivery at a quaternary level.

The project is being undertaken in 3 phases. In Phase 1, facilities for Surgery, Radiology, Internal Medicine, Pharmacy, Obstetrics & Gynaecology, Paediatrics, Anaesthesia, Medical Education, Accidents and Emergency Services, Laboratory Services, Mortuary, and Pain Management have been provided.

ENHANCE FUND-RAISING ACTIVITIES AT UNIT AND CENTRAL ADMINISTRATION LEVELS

University Management worked closely with the Alumni Council to organize fund-raising events for projects initiated by the Council. Management also worked closely with the Students Financial Aid Office to raise funds for providing assistance to needy but brilliant students. The fund has grown steadily over the years, as has the number of individuals and corporate bodies contributing to the Academic Prizes Fund.

The University Council has approved the creation of an Office for Institutional Advancement for the University, and efforts have started for the recruitment of a Director and other staff for the unit.

MAINSTREAM AND ENFORCE STRUCTURES AND PROCESSES FOR MONITORING AND EVALUATION

University of Ghana Strategic Plan

- The University has a new strategic plan for the period 2014 to 2024, which is to provide strategic direction to the University.

With a focus on nine strategic priorities:

- Research,
- Teaching & Learning ,
- Internal Stakeholders
- Gender & Diversity-
- Institutional Processes
- Financial Performance
- Asset Management
- Monitoring & Evaluation
- External Stakeholders;

and guided by the core values of Integrity, Commitment, Respect and Loyalty; the stage is set for the University of Ghana to take its rightful place as one of the best institutions of higher learning on the African continent, and to work toward becoming a world class- research intensive University.

Ladies and Gentlemen, I must say that I have had a very fulfilling tenure as Vice-

Chancellor, and I leave it to you and to posterity to measure and assess my performance.

To the Chancellor, the Chairman and members of the University Council, management, officers of the University, staff, successive student leaders and other stakeholders of this University, I owe a debt of gratitude to you for your support and commitment. As a University, we would not have been able to make the strides we have over the past six years without your commitment and support.

As Professor Ebenezer Oduro-Owusu takes office as Vice-Chancellor in a few days, I expect that you will all rally round him and offer the needed support to take the University of Ghana to the next level. Professor Oduro-Owusu, I wish you well as you take up the mantle.

Well Wishes to Graduands

Now to our graduating students:

This is really your day, because you have worked hard, and you deserve every bit of the honour on this occasion. You are at the threshold of the next phase of your lives, which presents so many opportunities, yet so many challenges. Today's world offers young graduates so many potential positive outcomes, it also presents many pitfalls along the way. I urge you to take every situation as a learning opportunity; and exercise temperance in all your endeavours. Work hard, dream big, plan ahead and be ethical and honest in all your dealings, and you will be well on the way towards success. The future may not be given, but there are limitless opportunities out there. Go out, be innovative, and conquer the world.

I wish you all the very best.

Thank you all and God bless you.

**GUEST SPEAKER'S ADDRESS DELIVERED BY
MRS. ANTOINETTE KWOFIE**

Chair of the University Council,
Vice Chancellor,
Pro Vice Chancellor,
Provosts,
Dean of the College,
Staff,
Alumni,
Graduates
Distinguished Ladies and Gentlemen of Humanities
Registrar

I stand here with a sense of nostalgia, as the sights and sounds in this Great Hall transport me to another place and another time, a time when I sat with mixed feelings, a sense of fear and a sense of excitement. A fear of the unknown and the uncertainty of what life outside the walls of my alma mater held for me. In equal measure, a sense of excitement about the opportunities that waits to come my way, the endless possibilities that awaited me. Thrown in the midst of all that sense of sadness of leaving behind some of the best and revealing years of my life.

One of my earliest memories of life in Legon was the admonition 'not to pass through the school, but to let the school pass through me' and oh boy I heeded to that advise and I hope you did too.

University of Ghana was and I believe still is a melting pot, throwing different elements of society together to make the best recipe for the success of this great continent of ours, Africa. It pleased me greatly and made me extremely proud to read that it made it into the top 10 Universities in Africa for 2015 and has been ranked as 7 in Africa and one of only 2 universities outside of South Africa to be in the top 7 as rated by the Times Higher Education World University rankings in 2016. What an achievement, and a testament to the great leadership and joint effort of the individuals who make Legon what it is. And by this, I'm referring to the Vice Chancellors past and present, the University Council, lecturers, teaching and non-teaching faculty, administrators, the support staff, and everyone who plays a part in making things go round in this institution.

Let us pause to give them a round of applause.

I would also like to congratulate you, our graduands for going through your various programmes of study successfully. When I was asked to speak to a room full of PhDs, EMBA's, MPA's, MPhil's, I had a mini meltdown. Gosh, what could I tell a room full of scholars who will probably critique every word I say?! But when I commit to something, I deliver without fear or favour. So as an ardent cook, I'm going to serve you something from my kitchen.

Some of you may already have jobs, some may be planning to get jobs, some may be planning to stay in academia and some perhaps, and those who like me sat here several years ago may be unclear of what the next steps are! Whichever category you fall in, the fast changing world out there needs to be conquered. It's been 16 years since I left Legon and in that time, I've explored different industries in different countries and learned a few lessons, some of which I'll share. Today, you'll all have to eat one of my son's favorite meals and I hope it provides you with some nourishment for the journey ahead. Let's call them Toni Kay's nuggets (which if I may admit, are more nutritious than the leading brand of fried nuggets in town)! Years ago, when the starry-eyed graduate that I was decided to look for a job, a wise old man asked me a question, 'Are you looking for a job or a career?' and THAT turned out to be a Eureka moment for me. It changed my approach to job hunting and made me map out my journey in a way that I believe has led me to where I am today.

So NUGGET #1 is HAVE A GOAL, HAVE A VISION, DREAM BIG and take baby steps towards achieving it. Elias Zerhouni, a renowned Professor of Radiology and Biomedical engineering and senior adviser for Johns Hopkins Medicine, said and I quote 'if you want to succeed in life, you must have a very big dream'. And you know why? "it's very simple. You can't put a large box in a small box" and therefore, "you cannot put a full life in a small dream box!" Unquote

I set myself a goal that seemed unattainable at the time, especially because I didn't know how I was going to get there. I was reminded a few years ago that I told myself that day 15 years ago that I would make CFO before age 40. I made it with 3 years to spare. This was because I set that goal, and took intermediate milestones, including augmenting my education and qualifications and gathering relevant experience along the way. Now I wish I had set an even bigger goal and had a bigger dream. I once read a profound saying by Karen Ravn where she says and I quote:

'Only as high as I reach can I grow, only as far as I seek can I go, Only as deep as I look can I see, Only as much as I dream can I be' Unquote. Let me ask, do you have a dream? And if you do, how big is your dream? Write down your dream as instructed by one of my favorite bible verses in Habakkuk 2 verses 2 to 3. And though it tarries, wait, at the appointed time, it shall surely speak. Your life is too precious to leave it to chance. Don't let your dreams limit you.

NUGGET #2: THINK OUTSIDE THE BOX, INNOVATE. Here, I want to talk about the need to innovate and have an entrepreneurial spirit. If there's one thing University does for you, especially at your level, it opens up your mind and broadens your ability to think strategically and independently. The world is changing at a fast pace and regardless of your Gen, you need to keep up or get ran over. I need you to think beyond being employed, I need you to think of employing other people. Africa is believed to be the continent of the future with significant growth opportunities. We need to take advantage of this opportunity to transform our continent, to give our country a makeover. The opportunities are limitless yet few realize or take advantage of it.

On a snowy Paris evening in 2008, 2 gentlemen had trouble hailing a cab. So they came up with a simple idea-tap a button, get a ride. They started an app between a group of friends who only sought to meet a need of theirs at a point in time. I believe most of you have heard about Uber. I had the opportunity of meeting the founders and learning first-hand how they started and their modus operandi in a Leadership summit I attended. Today, what started as an app to request premium black cars in a few metropolitan areas is now changing the logistical fabric of cities around the world; it has changed the transportation industry and provided a source of living for many. Established norms have been thrown out as a result. Gone are the days when banking was about brick and mortar and only banks could take deposits and give loans. Today, telecom companies like MTN, Vodafone, Tigo and Airtel are all doing this and more through mobile money. In this age, people can perform their banking across countries and continents without leaving their armchair for years.

These are only 2 examples of how the world is changing. The world is a global village now and the only barriers are mental. This means that in order to achieve your dreams you must aspire to global standards in everything that you do. Your big dream will continue to remain only a dream if you are not able to turn your ideas into something of value. Dreams are not achieved overnight or through a single

action. It has to be a series of right decisions which create value for you. A series of right inputs will lead to the right output. So every situation that you encounter, focus on the opportunities and begin to think of how you can create value out of it. Remember a quote from Henry Hartman: "Success always comes when preparation meets opportunity!"

I was told of a young graduate, who soon after his graduation hit the job market, distributing tens of employment applications every day. He did this for quite a while without getting any positive results. After he had run out of money, it dawned on him that instead of spending his money on transportation distributing letters, he can rather turn that into an income avenue. So he called his friends, who were also busy distributing letters and offered to do it for them for a little fee (which was less than what they would individually spend on a daily basis). Through this, that unemployed graduate currently has his own courier company. The usual things in life do not achieve big dreams. In order to achieve your dreams, you need to break the status quo and that means you need to do something different, which is relevant and more efficient. Doing what everyone is doing at best can only give you what everybody else is receiving. But if you want to achieve big dreams, then you must dare to innovate. So go on and make bold dents in your area of endeavour!

NUGGET #3: DON'T LET YOUR QUALIFICATION OR LACK THEREOF HOLD YOU BACK FROM YOUR DREAMS. DON'T BE AFRAID TO TRY SOMETHING DIFFERENT. It doesn't matter the course you did or didn't do. It's never too late to make a change. I started off wanting to be a medical doctor, then an economist and finally an accountant. And I still intend to come back to academia someday soon, if they'll take a novice like me. I know a lady who studied to become an accountant and practiced with a leading firm in the US for years but quit to come back home to study medicine, her first love. Yes, that was a long route but true love always reigns. She's graduating this weekend from the University of Ghana Medical School and I have no doubt that she'll make an awesome doctor!

NUGGET#4: DON'T BE AFRAID TO FAIL. A few years ago, soon after I was appointed as Financial Controller, an opportunity came up for me to act as the CFO for my organisation. Of course I was excited and gave it my best shot, as I do with everything I do. Soon after, I was asked if I would like to throw my hat into the ring and apply for the role on a permanent basis. My initial reaction was to say no. I didn't want to try and fail, not at the interview but more so at the job and I said so. Then a few weeks later, as I lay in bed struggling to find sleep, I had another eureka

moment and I thought, what's the worst that can happen? A (No) answer?! Bring it on! I sent a message to my boss at 2am to say I had changed my mind and would compete for the role. I had to do this before I lost my nerve once again. Looking back now, I think I must have lost my mind there for a moment because elsewhere, that could have been a sackable offence, sending your boss messages in the middle of the night! But I did and I applied for the job, I got it and have done a pretty fine job of it too, even though you will forgive me for saying so myself.

I have learned that life is rarely about getting a chance; it's more about taking a chance. Don't let the fear of failure keep you from giving life a shot. Because you know what? If you don't try it at all, you can count it as a failure because you never know what could have been. And yes, you won't always get it right, but unless it's surgery with someone's life at stake, don't beat yourself up too badly about it. The important thing is don't lose the lesson. Let your mistakes be as a result of your boldness and not as a result of doing anything!

NUGGET #5: WORK HARD WITHOUT AN EYE ON THE REWARD. Whatever you do, give it your best. Work as unto God. Don't do it because you want a promotion, don't do it because you want a bigger pay packet (though that's extremely important too). Do it because it's the right thing to do, do it because hard work always pays. If for nothing else, use it to build up your experience. In due season, you will get your reward. I have been given opportunities I never dreamed of because I was always the one who will pick up the jobs no one wanted to do, worked the hours no one wanted to work, helped others whether they admitted needing help or not. I did it all to learn, to build up my experience but it earned me rewards I had never bargained for. Have a trademark, be known for something good, be it passion, efficiency, integrity or whatever you choose. Let your work speak for itself!

NUGGET #6: NETWORK. As you progress, your network will make or unmake you. Turn and look at the person on your left, your right and all around you. These people and the people they know will be your passport to achieving your dreams. So do continue to nurture these relationships even as you make new friends wherever you find yourself. Cherish the good times you have had and do not lose touch with each other.

NUGGET #7: INTEGRITY. My final and perhaps most nutritious nugget is Integrity. This is paramount in all you do and is a trademark that will take you places.

We live in a society that normalizes corruption and has made it lose its sting. Integrity is actually frowned upon and called names in some instances. And as you go up the career ladder, offers will come your way to compromise, offers packaged as 'normal'. My task to you is to be guided by the motto of yours and my Alma mater and proceed with truth and integrity to make our nation and our continent great and strong. In all things, stay true to yourself. Let's change I rewrite the story of our country, the story of our continent, one person at a time, starting with self.

Above all, commit your ways unto God and He will surely direct your paths. Once again, Congratulations to you all. I wish you well on the journey ahead. Follow your dreams and remember, Africa hungers and thirsts and her future lies with you. Go forth and be living waters to a thirsty land!

**VALEDICTORY ADDRESS DELIVERED BY
MISS ABOABEA GERTRUDE AKUFFO**

Acting Chairman of Council,
Members of the University Council,
Vice Chancellor,
Pro-Vice Chancellors,
Registrar,
Guest Speaker,
Members of Advisory Board of the College of Humanities,
Provost of the College of the Humanities,
Members of the Convocation,
Staff and Students, Alumni,
Fellow Graduans,
Invited Guest,

Distinguished Ladies and Gentlemen, good afternoon. I am honoured to deliver the valedictory address for this session. The famous British author of *Treasure Island* Robert Luis Stevenson has said “Don't judge each day by the harvest you reap but by the seeds you plant”. Today is truly ours, a day in which we reminisce and celebrate our hard-work, perseverance and success. I can only reflect on our time spent here and share with you our aspirations even as we look into the future.

The beginning of graduate school for most of us was like any up-coming journey. We did not anticipate the possibility of a cultural shock, prior to the start of the program because we thought we knew exactly what we were getting ourselves into, we were wrong after all as we did experience some cultural shock. After a short time the differences between undergraduate and graduate school became clearer. I remember our first class for social science students was classical theory where we have to several heavyweight readings, soon we became constant visited to the library and our stress levels began to rise. No wonder people have coined ridiculous but funny meanings of acronyms some of the programs such as PhD, “Permanent head damage”. For most of us there was no time to make mistakes as we zoomed into the programs with our eyes set on completing successfully. I need to stress that we entered into the graduate program with a very perfect picture of our purpose. One thing was certain we were encouraged by the idea that there was a myriad of opportunities available to us, as we all know life is about growing and coming to

graduate school has given each of us new opportunities to continue growing, to acquire the new skills and build the kind of confidence that we would need change our world. No matter what our reasons were for deciding to come to the graduate school what is important now is that we are all gathered today to celebrate our successes as individual and as an institution. Each of us has had our unique experiences at the graduate school a combination of the good and the not too good. Some of the general students' issues had to do with the challenge of having to balance school, family, work and social life.

Others complained about the challenges of finding their assigned supervisors. Many more spoke about the frustrations for having to sit for long hours to crack models; dumsor, dumsor and financial constraints top it all. Whilst graduate school challenge us in many different ways, it those challenging moments that help us grow tremendously.

Today, we have become more independent, open-minded, analytical, research oriented and self-reliance individuals. I am sure you can all bear with me that waking up on a Monday morning with not only a presentation to do but reading assignments still to be done and a term paper the deadline for which was fast approaching was not an easy task. It was however reassuring knowing that our friends, families and colleagues were there to cheer us on made it all a little easier. So as we celebrate our achievements today it is important to remember our family and friends for being our rocks of support. Thank you our families and friends for being with us both today and throughout our academic journey. I want to you use this platform to acknowledge my father Mr. Daniel Akufo and my mother Ms. Georgina B. Frimpong. Thank you for giving me all your all so I could come this far. In addition to our families and friends, the University through our Lecturers and Administrators has made our journey unforgettable. After hearing stories from friends in other programs I can confidently say that our department, every department was blessed with such people. In fact, we wasted no time in giving them nicknames; there was the ever insistent encyclopaedia who would give you too many reading assignments.

There was also original source who will make sure that you were not just drawing on the works of others in writing reviews but that you have in fact read the work you were supposed to review. On such a day as this it will be remise of me if I did not the role that my supervisor Dr. Akosua Darkwa of the Department of Sociology played in supporting me on my graduate journey and helping me write my thesis. I

can in no way repay her for her invaluable time and effort which she has expended on me, but I do want her to know that I am grateful. I know that most of us gathered here today and those not with us here have had similar experiences and we say a big thank you to all those who have made this day memorable.

I believe we will go back and take memorable pictures with them that we will cherish. We must be proud of whom we are today; we are graduates of the University of Ghana and we will go forward to contribute significantly to today's ever changing world. Ghana is in search of a new generation of graduates who will apply the skills such we have learnt here in effective ways at our places of work and we are that generation. It is our responsibility to go out there and to help move Ghana forward. And in so doing make not only ourselves but our families and our University proud.

I stand here on behalf of all of you fellow graduates to promise that we will not disappoint our families, our institution and our nation mother Ghana.
Thank you for your attention.

**CLOSING ADDRESS BY CHAIRMAN OF COUNCIL
(REPRESENTED BY PROFESSOR JOHN MEYER HYDE,
MEMBER OF COUNCIL OF THE UNIVERSITY OF GHANA)**

Members of the University Council,
Vice-Chancellor,
Guest Speaker,
Members of the Advisory Board of the College of Humanities
Members of Convocation,
Staff and Students,
Alumni,
Fresh Graduates,
Invited Guests,
Distinguished Ladies and Gentlemen

As we end this ceremony, I would like to salute all who have worked hard to ensure a successful event, especially all those who played various roles in the planning and organisation of this event. Over the past seven years that I the Chairman of Council and I have been on Council, we have seen innovations that have gone a long way to improve the students' experience. This is commendable.

Our new graduates have also worked hard over the periods that they have been students at this University and they deserve all the laurels that they have acquired. You, our new graduates, have been part of the changes that have taken place at the University of Ghana over the past few years; we look forward to receiving some of you back soon, for further studies in our graduate programmes and participation in the university's drive to become a research-intensive University.

I congratulate you on your achievements and urge you all to be worthy ambassadors of your *alma mater*. I wish you success in your future endeavours.

Our thanks also go to all teachers, the management team and the managers of the various units, who have worked together to ensure that your stay in the University has been fruitful. The University appreciates the effort that everyone has put into this enterprise.

We are also happy that so many parents, guardians, family members and friends of

the graduates were able to join in this celebration.

To our Guest Speaker for today, invited guests, alumni and friends of the University, we appreciate your presence and participation in the ceremony. I wish you all a safe journey back.

As we all know, this is the final congregation ceremony to be attended by Professor Ernest Aryeetey, as Vice-Chancellor. On behalf of the University Council, I take this opportunity to thank Professor Aryeetey for successfully steering the University for the past six years. I know that it has not been an easy task, and I am sure all gathered here today join me to salute you for performing so well and leading the University to achieve so much. We wish you well in your future endeavours, and trust that you will continue to champion the cause of the University.

Distinguished ladies and gentlemen, it is now my privilege and duty to declare today's congregation officially dissolved.

Thank you.

